

The background of the entire page is a photograph of three diverse students in graduation gowns. In the foreground, a young Black woman with curly hair is smiling broadly. Behind her, slightly out of focus, are a young man with glasses and a young man with a beard, both also smiling. The lighting is warm and natural, suggesting an outdoor setting.

UNIVERSITY OF THE
DISTRICT OF
COLUMBIA
— 1851

The Equity Imperative Case for Investment

A STRATEGIC PLAN TO REGENERATE THE UNIVERSITY OF
THE DISTRICT OF COLUMBIA AS A PUBLIC HIGHER EDUCATION
MODEL OF URBAN STUDENT SUCCESS 2019-2022

The Equity Imperative is a streamlined, focused and refined Strategic Plan designed to regenerate the University of the District of Columbia as a Public Higher Education Model of Urban Student Success.

The Equity Imperative is a plan that is right for UDC, for its students, and for the District of Columbia. The strategies it lays out—which were informed by input from town halls held around the city and suggestions gathered internally from students, faculty, staff, and our Board of Trustees—will transform the University into a powerful source of hope, education, creativity, research, and urban resilience as it guides many members of our community toward the middle class. Its tactics are affordable and its mission is essential to the future health and stability of the District.

The Equity Imperative will address UDC’s:

- Lack of student housing
- Old technology
- Insufficient personnel resources
- 50-year old infrastructure
- Outdated classrooms
- Low enrollment rates
- Low graduation rates

EQUITY IMPERATIVE PLAN
2022 GOALS

ONE

UDC WILL BE A PUBLIC HIGHER EDUCATION
MODEL OF URBAN STUDENT SUCCESS BY:

- Offering effective and affordable academic and workforce programs
- Launching nationally recognized urban research and scholarship
- Strengthening links to government and community stakeholders

TWO

UDC WILL AWARD MORE DEGREES AND
WORKFORCE CREDENTIALS BY:

- Charting seamless pathways between training, education, and employment
- Ensuring students succeed by providing coaching, tutoring, and financial aid
- Creating environments conducive to learning

THREE

UDC WILL GRADUATE PASSIONATE LEARNERS
AND LEADERS WHO WILL TRANSFORM OUR
LIVES AND URBAN SPACES AS WE:

- Encourage multicultural engagement
- Enrich our curriculum with experiential learning
- Equip students with self-awareness tools and senses of empowerment

UNIVERSITY OF THE DISTRICT
OF COLUMBIA IDEALS

VISION

All students will achieve their highest levels of human potential.

MISSION

Embracing its essence as a public historically black urban-focused land-grant university in the nation’s capital, UDC is dedicated to serving the needs of the community of the District of Columbia, and producing lifelong learners who are transformative leaders in the workforce, government, nonprofit sectors and beyond.

MOTTO

Aspire. Accomplish.
Take on the World.

PILLARS

Quality • Location • Affordability
• Diversity • Community Focus

CORE VALUES

Excellence • Innovation • Integrity
• Sustainability • Collaboration



THE CASE FOR INVESTMENT

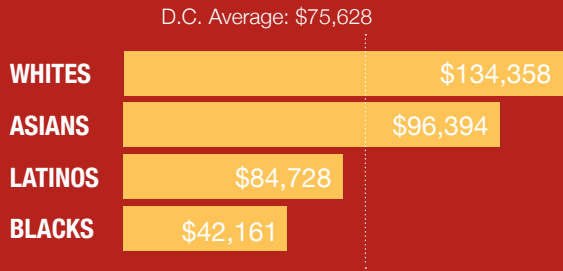
The University of the District of Columbia believes that the opportunity to gain an excellent education and thrive as a member of the middle class should be available to everyone.

Education is the key to equity. If you are born poor in the United States, you are almost certain to die poor. Education offers just about the only escape there is from poverty. In the District of Columbia, the median income for white households is \$134,358, more than three times the \$42,161 median for black households. Additionally, 92 percent of white residents have college degrees, compared to only 25.6 percent of black residents.

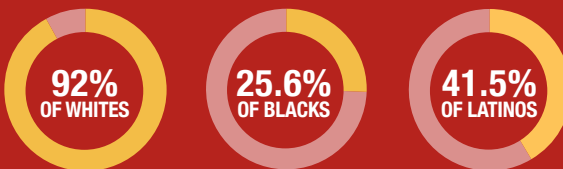
Many D.C. public high school and public charter school graduates are unable to take advantage of the federally funded Tuition Assistance Grant (DCTAG) program—which pays up to \$10,000 per year toward tuition at public colleges and universities—because their families can’t afford to send them away to college, or they are not sufficiently prepared academically to gain admission to selective schools.

UDC can be the life-changing alternative for those students. The Equity Imperative equips UDC to offer nationally competitive programs that are affordable and accessible to District citizens who are seeking pathways to the middle class. The Equity Imperative will empower UDC to be a leader in public higher education and to support this vision, D.C. Mayor Muriel Bowser recently pledged a significant “down payment” on the funds needed to achieve the University’s Equity Imperative Strategic Plan.

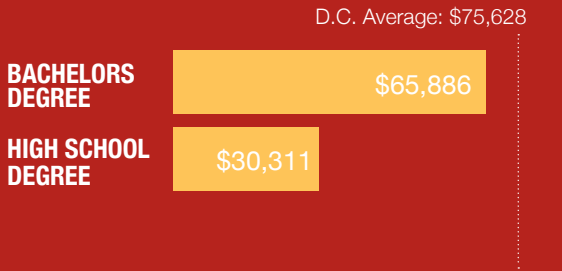
D.C. MEDIAN HOUSEHOLD INCOME



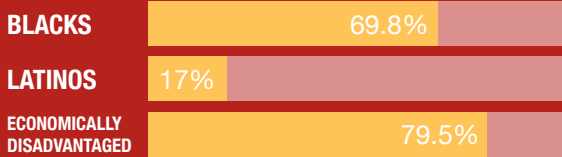
D.C. RESIDENTS WITH COLLEGE DEGREES



MEDIAN SALARIES BY EDUCATION LEVEL



D.C. PUBLIC & PUBLIC CHARTER SCHOOLS



UDC’S STRATEGIC ADVANTAGES

#1 in D.C. According to Ranking of Tuition, Financial Aid, Degree Options, and Student Success Metrics

Schools.com (2017)

#1 Community College in DMV

Wallet Hub

#1 Best Value in the Nation’s Capital for Earning an M.A. in Counseling Degree

TopCounselingSchool.org

UDC Law #2 in the Nation for Public Interest & Government Job Placement Program

National Law Journal (April 2018)

#6 Clinical Law Program in the Nation

US News and World Report

#10 HBCU in the Nation

Wall Street Journal

Least Expensive University in DMV

Collegecalc.org

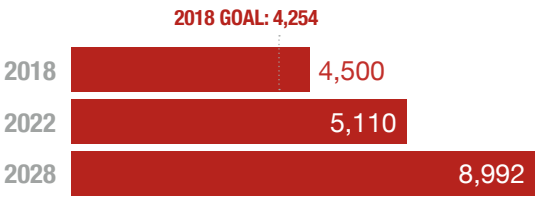


Overarching Strategy

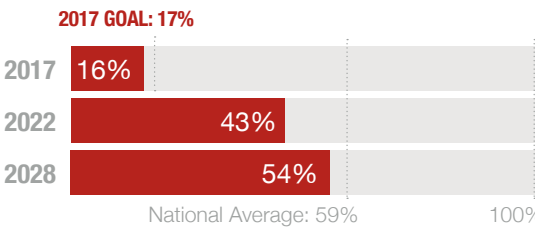
As the pinnacle of the District of Columbia’s public system of education, the University of the District of Columbia will support the District in its continuing effort to be the model of a sustainable, resilient, and equitable community. The University will create solutions to urban challenges, train and support an exemplary workforce at all levels and in all sectors, and develop transformative, ethical leaders, thus improving access to economic opportunity for all.

Outcomes

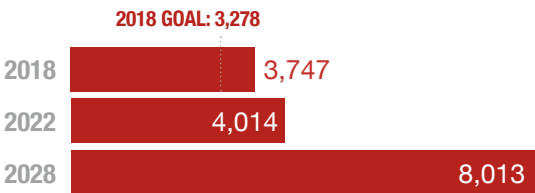
DEGREE ENROLLMENT



GRADUATION RATE



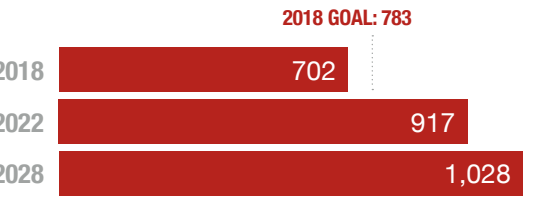
WORKFORCE ENROLLMENT



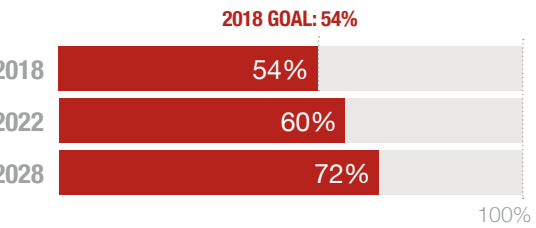
Academic Structure

UDC awards undergraduate, graduate, and professional degrees at four colleges (Arts & Sciences; Business & Public Administration; Agriculture, Urban Sustainability & Environmental Sciences; and Engineering & Applied Sciences) and a School of Law located at its flagship Van Ness campus. It also specializes in developmental learning and early college instruction, and confers workforce credentials, professional certifications, and associate’s degrees at a branch campus which is a Community College.

DEGREE COMPLETIONS



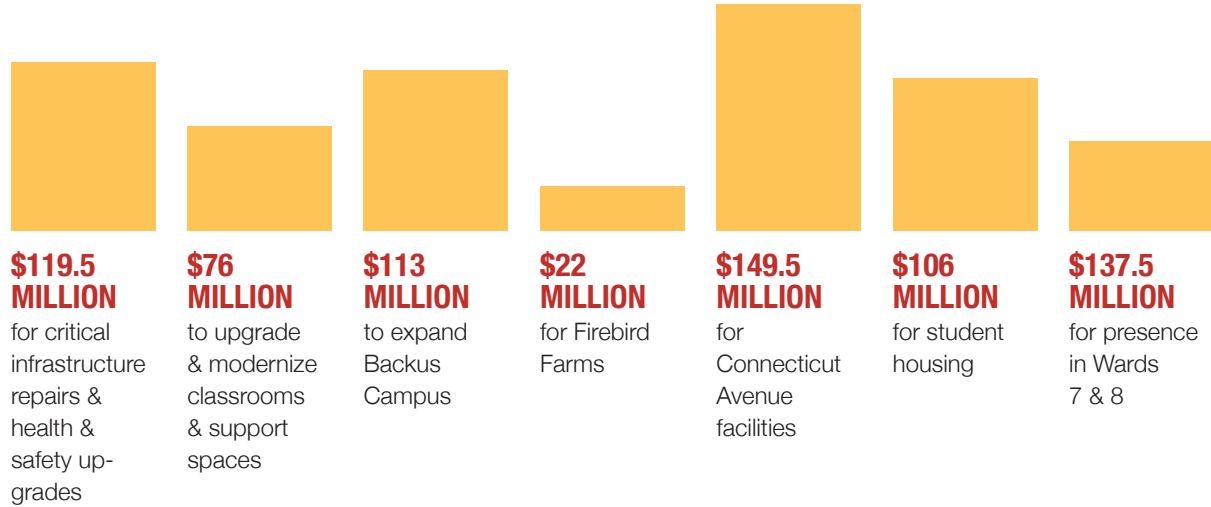
RETENTION RATE



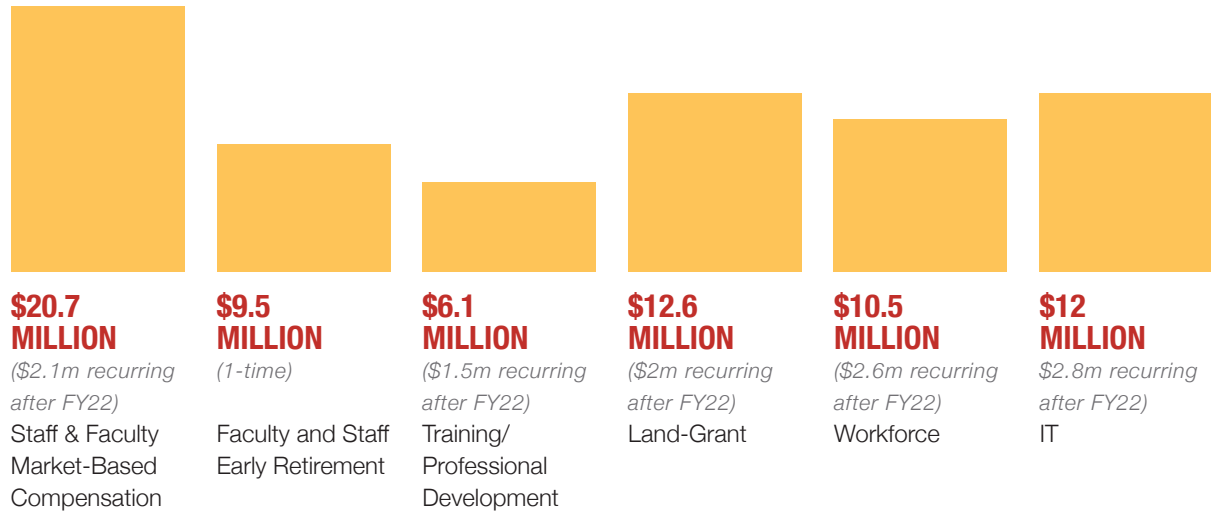
INDUSTRY CERTIFICATIONS



Capital Investment Request
\$723.5 MILLION



Operational Investment Request
\$71.4 MILLION



EQUITY IMPERATIVE 2019-2022

OPERATING INVESTMENT REQUEST
FY19 REQUEST VS RECEIVED

	REQUEST	RECEIVED
TOTAL	\$16.2M	\$9.5M
RECURRING	\$14.2M	\$4.8M
ONE-TIME	\$2.6M	\$4.7M
USES	<div><ul style="list-style-type: none">MARKET-BASED SALARIESTRAINING AND DEVELOPMENT PROGRAMSUPPORT EXPANSION OF WORKFORCE PROGRAMSGROW URBAN FARM FOOTPRINT AND SUSTAINABILITY EFFORTSMODERNIZE IT SYSTEMS</div>	<div><ul style="list-style-type: none">PARTIAL MOVEMENT TO MARKET-BASED SALARIESPARTIAL LAUNCH OF TRAINING AND DEVELOPMENT PROGRAMSMODERNIZE IT SYSTEMSNEW LEASES AT 4250 AND 4225 CONNECTICUT AVE</div>

CAPITAL INVESTMENT REQUEST
FY19 REQUEST VS RECEIVED

	REQUEST	RECEIVED
6-YEARS	\$724M	\$147M
USES	<div><ul style="list-style-type: none">HEATING AND COOLING UPGRADESCLASSROOM MODERNIZATIONHOUSING PROGRAMBACKUS EXPANSIONFIREBIRD FARM UPGRADESEXPAND PRESENCE IN WARDS 7 AND 8</div>	<div><ul style="list-style-type: none">PATCH HEATING AND COOLING SYSTEMSBEGIN PLANNING FOR CLASSROOM MODERNIZATIONBEGIN PLANNING FOR BACKUS EXPANSIONPLANNING PRESENCE IN WARDS 7 & 8NEW LEASES AT 4250 AND 4225 CONNECTICUT AVE</div>





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